DOCUMENT RESUME

ED 180 538 JC 800 014

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TITLE	Preliminary List of Functions and Operations of Lorain County Community College.
INSTITUTION	Lorain County Community Coll., Elyria, Ohio.
PUB DATE	18 Jun 73
NOTE	69p.: The index and list of Lorain County Community College's functions were removed due to irreproducibility
EDRS PRICE	MF01/PC03 Plus Postage.
DESCRIPTORS	Ancillary Services: Checklists: College Administration: *College Role: Community Colleges: Community Service Programs: *Definitions: Educational Finance: *Educational Responsibility: Faculty Development: Financial Policy: Financial Services: Institutional Research: Instruction: *Junior Colleges: Management Information Systems: *Productivity: Public Relations: Staff Improvement: Student Development

ABSTRACT

This Management Information System tool provides an official definition for and enumerates the operational components of each of the 13 functions of Lorain County Community College. These functions are: (1) provide instruction, (2) provide instructional support, (3) facilitate organized research, (4) develop faculty resources, (5) develop administrative resources, (6) develop professional and staff resources, (7) provide for student academic development, (8) provide for student non-academic development, (9) develop public relations activities, (10) develop community service activities, (11) develop financial resources, (12) provide financial services, and (13) provide auxiliary services and facilities. The operational components in each category are listed adjacent to blank columns in which college personnel can indicate whether he or she has direct, indirect, or no responsibility. (JP)

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PRELIMINARY LIST OF FUNCTIONS AND OPERATIONS OF LORAIN COUNTY COMMUNITY COLLEGE

Prepared by

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Lorain County Community College
Elyria, Ohio

June 18, 1973

JC 800 014

"The Major Functions of Lorain County Community College" and the Index have been removed due to irreproducibility prior to the document's submission to the ERIC Document Reproduction Service.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION A. PROVIDE INSTRUCTION

THIS FUNCTION INCLUDES ALL TRADITIONAL AND EXPERIMENTAL INSTRUCTIONAL ACTIVITIES, WHETHER THROUGH CLASSROOM, INDIVIDUAL, SPECIAL, OR INFORMAL METHODS. IT INCLUDES ALL OPERATIONS NECESSARY TO FORMULATE ACADEMIC PROGRAMS IN TERMS OF DEGREE GOALS, DEGREE REQUIREMENTS, AND COURSE CONTENT TO THE SATISFACTION OF ACCREDITING AGENCIES AND THE PUBLICS SERVED BY THE COLLEGE.

This function includes the following operations:

A1. Conceive, plan and develop new courses. This entails establishing course objectives, performing curriculum research, evaluating and selecting teaching strategies and tools, and preparing syllabi for individual courses.

A2. Conceive, plan and develop new programs. This requires preparing and assessing the rationale for a program based on an examination of such factors as: institutional mission, community needs, market demands, student desires, trends of scholarly inquiry, curriculum trends, and resource availability.

A3. Analyze, evaluate, and modify proposed and existing courses. This involves periodic review of the relevance of the course to the needs of the student and the community to improve the quality of courses or their instruction.

A4. Analyze, evaluate, and modify proposed and existing programs. This involves periodic review of programs in light of their original objectives, taking account of changing needs, external professional requirements and opportunities to modify programs and requirements.

A5. Provide course and individual instruction. This entails meeting the typical and special needs of the student through traditional and experimental teaching methods, whether it be in the classroom or through independent study.

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A6. Set academic requirements for course participation and degree programs. This involves establishing division and college policies for course participation and degree program completion, including certificate completion. It also involves printing the requirements in bulletins and other appropriate publications.

A7. Allocate instructional resources. This involves the assignment of courses and sections to instructors.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION B. PROVIDE INSTRUCTIONAL SUPPORT

THIS FUNCTION INCLUDES ALL THOSE OPERATIONS WHICH SUPPORT THE COLLEGE'S INSTRUCTIONAL FUNCTION. IT ENTAILS THOSE ACTIVITIES AND SERVICES WHICH, ALTHOUGH THEY ARE NOT DIRECTLY CONTRIBUTORY TO INSTRUCTION, ARE FACILITATIVE. THEY DO DIRECTLY SUPPORT INSTRUCTIONAL GOALS.

This function includes the following operations:

B1. Develop and publish class schedules. This is the detailed allocation of courses and sections to suitable facilities, and the subsequent publication and dissemination of this information to faculty and students.

B2. Provide instructional support facilities. This includes identifying assigning, and operating support facilities for instructional purposes. Such facilities include audio-visual aids and equipment, assuring inventory of required texts and materials, academic computing, grading services, instructional library services, assistance with instructional techniques and methodology, test construction and other evaluative techniques. It includes the provision of instructional materials, such as typing, duplication, needed equipment; also included is the sharing of these resources among divisions.

B3. Allocate ancillary instructional facilities. This includes the instructional use of such facilities as classrooms, laboratories and equipment.

B4. Analyze, evaluate and develop teaching methods. This involves comparing teaching techniques and procedures (class size analysis, etc.) as well as specific analyses which provide for evaluation of instruction in courses and testing effectiveness or accuracy of departmental exams.

B5. Analyze curriculum trends. Analyze trends of scholary inquiry and program validity throughout higher education.

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FUNCTION B. PROVIDE INSTRUCTIONAL SUPPORT

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FUNCTION C. FACILITATE ORGANIZED RESEARCH

THIS FUNCTION INCLUDES ALL THE OPERATIONS NECESSARY TO CARRY OUT THE COLLEGE'S GOALS RELATED TO UNCOVERING KNOWLEDGE, DEVELOPING TECHNIQUES OF APPLICATION, AND COMMUNICATING RESULTS OF FINDINGS. THIS FUNCTION CONNECTS THE PRESENTATION OF INFORMATION AND THE EXERCISE OF THE INTELLECTUAL SKILLS OF THE FACULTY AND STUDENT BODY.

This function includes the following operations:

C1. Review and formulate research policy. This facilitates the development of research by formulating policy dealing with such issues as appropriateness, secrecy, publication rights, patents, academic load and values to students, protection of human subjects, and care of laboratory animals.

C2. Plan, allocate and evaluate research resources. This entails the continuous examination of the long-range impact of research commitments in terms of values and priorities. It includes the analysis of resource need in terms of computer services, library, research space, research equipment, financial compensation of researchers.

C3. Identify prospective researchers' interests and capabilities. This is discovering research interests of faculty (or of external potential researchers) and determining the type of research which they prefer.

C4. Identify and assist in developing research support sources. This involves identifying Federal, state, local, foundation, and private sources of interest and funds. The identification of avenues of support within the College is also included.

C5. Match researchers and resources. This involves the communication of information on available sources of funds to interested faculty, the communication of capabilities to prospective grantors, and the management and combination of talents to meet donor requirements or to devise imaginative programs.

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FUNCTION C. FACILITATE ORGANIZED RESEARCH

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C6. Support, prepare and review research proposals. This involves the administrative and management support necessary for proposal production; it includes assistance in the preparation of proposals, budget negotiations, and follow-up on agency action.

C7. Manage active grants. This is providing the management and organization needed by the principal investigator, in terms of his use of resources on the project. It includes the administrative liaison which is needed with organizational units such as the purchasing, personnel, and accounting. Such activities as record keeping, report production, and space and equipment allocation also form part of this operation.

C8. Assist in arranging for publication of results. This is the provision made for disseminating the research results.

C9. Develop cooperation with intra- and inter-organizational agencies. This involves coordinating resources (faculty, facilities, finances) among the various divisions in the College and with industry, other institutions, business, professional societies, the community environment, and government to develop and support research projects. Exchange and sharing of research, academic information may also be affected.

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FUNCTION C. FACILITATE ORGANIZED RESEARCH

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION D. DEVELOP FACULTY RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED INSTRUCTIONAL PERSONNEL.

This function includes the following operations:

D1. Plan, allocate and evaluate faculty positions. This involves the continuous examination of current and future institutional needs, and projection of the quantity and type of teaching positions needed to assure an efficient operation.

D2. Recruit faculty. This includes identifying, contacting, and selecting prospective faculty whose skills and expertise can aid the advancement of the College's goals.

D3. Appoint faculty. This includes all activities necessary to officially appoint faculty and ensure proper evaluation by all relevant constituencies.

D4. Orient faculty. This involves providing all faculty members with information about the College, its rules, regulations, and policies, and information about the new community.

D5. Provide in-service training of faculty. This includes formal organized efforts to update new and experienced faculty regarding teaching aids, methods, techniques and philosophies.

D6. Allocate teaching, research, public service, and administrative duties to faculty. This includes the establishment and review of policies on consulting, other outside involvements, split appointments, and assignment of individual responsibilities in a manner that insures against overcommitment.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION D. DEVELOP FACULTY RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED INSTRUCTIONAL PERSONNEL.

D7. Determine compensation. This includes the establishment of policies and the allocation to faculty members of salary and other financial rewards.

D8. Evaluate performance. This includes the evaluation of teaching, research, public service, scholarly activity and administration activities. The evaluation operation should provide for feedback of information to the individual and should facilitate the granting of timely and suitable recognition.

D9. Make promotion decisions. This includes the formulation and review of promotion policies as well as the gathering of data relevant to promotion.

D10. Make reappointment and tenure decisions. This involves the formulation and review of tenure policies as well as marshalling data relevant to reappointment and tenure decisions.

D11. Formulate policies for leaves and terminations. This includes policies on individual actions involving resignations, retirement, sick leaves, sabbatical leaves, and leaves without pay.

D12. Encourage professional interaction and growth. This includes the organization or sponsorship of professional and scholarly lectures, meetings, conferences, and travel to such meetings; the support of research and publication by allocation of work space, library facilities, equipment, research assistance, and release time from teaching; the support of scholarly publications by the College; and the support of professional growth by policies which encourage participation in professional secieties and in consulting activities.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION D. DEVELOP FACULTY RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED INSTRUCTIONAL PERSONNEL.

D13. Maintain and control records of faculty development. This is the collection, maintenance, updating and appropriate publication of each faculty member's record of professional accomplishment.

D14. Assure faculty input in College governance. This involves formulation and implementation of policies that will assure appropriate and timely faculty representation in College governance via the Faculty Senate and other elected and appointed advisory bodies.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION E. DEVELOP ADMINISTRATIVE RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED ADMINISTRATIVE PERSONNEL.

This function includes the following operations:

E1. Plan, allocate, and evaluate administrative positions. This requires continuous examination of current and future institutional needs and involves construction of position descriptions and projection of quantity and type of administrative positions needed to assure efficient institutional operation.

E2. Recruit administrators. This involves identification, contact, and selection of administrative personnel from within and outside the College.

E3. Appoint administrators. This includes all activities necessary to appoint administrative personnel.

E4. Provide orientation and development for administrators. This involves acquainting administrative personnel with College regulations and procedures; training and developing administrative personnel for present and future duties; and maintaining professional competence (through course work, leaves, conferences, seminars, visitation to other institutions, and membership in professional organizations).

E5. Administer compensation. This involves determination and administration of direct compensation and fringe benefits.

E6. Evaluate performance. This is the evaluation of work quality and quantity and the application of appropriate measures for recognition of performance, i.e., merit raises, advancement, or termination of administrative appointment.

E7. Maintain records. This involves maintaining and processing the necessary administrative appointment.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION E. DEVELOP ADMINISTRATIVE RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED ADMINISTRATIVE PERSONNEL.

E8. Ensure administrative input into University governance. This involves participation of administrators in the formulation and implementation of College policy through fulfillment of their administrative duties.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION F. DEVELOP PROFESSIONAL AND STAFF RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED NON-ACADEMIC PROFESSIONAL AND STAFF PERSONNEL.

This function includes the following operations:

F1. Plan, allocate and evaluate staff positions. This requires continuous examination of current and future institutional needs of quantity and type of professional and staff positions needed to assure efficient operation.

F2. Recruit staff. This is the process of identification, contact and selection of professional and staff personnel from within and outside the College.

F3. Appoint staff. This includes all activities necessary to appoint professional and staff personnel.

F4. Provide orientation and development for staff. This involves the acquainting of professional and staff personnel with necessary College regulations and procedures as well as training and developing these personnel for present and future duties. (Through course work, leaves, conferences, on-the-job training, visitations to other institutions, and memberships in professional organizations.)

F5. Administer compensation. This is the process of determining and administering professional and staff compensation in terms of direct financial rewards and fringe benefits.

F6. Evaluate performance. This is the evaluation of work quality and quantity and the application of appropriate measures for recognition of performance; e.g., merit raises, advancement or termination.

F7. Maintain records. This involves maintaining and processing the necessary professional and staff personnel files and records.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION F. DEVELOP PROFESSIONAL AND STAFF RESOURCES

THIS FUNCTION INCLUDES ALL OPERATIONS NECESSARY TO ACQUIRE, MAINTAIN, AND RETAIN QUALIFIED NON-ACADEMIC PROFESSIONAL AND STAFF PERSONNEL.

F8. Facilitate staff input to managerial process. This involves the maintenance of necessary liaison and facilitation of discussion and negotiation with staff and professional personnel through the proper representative bodies such as professional associations, and staff associations.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION G. PROVIDE FOR STUDENT ACADEMIC DEVELOPMENT

THIS FUNCTION INCLUDES THOSE OPERATIONS WHICH ARE NECESSARY TO RECRUIT CAPABLE STUDENTS AND TO PROVIDE SUPPORTIVE SERVICES THAT ENABLE THEM TO ACQUIRE KNOWLEDGE AND FULFILL THEIR EDUCATIONAL GOALS.

This function includes the following operations:

G1. Plan, allocate and evaluate student academic services. This entails systematically evaluating all student services which support the academic program for the purposes of policy formulations, financial support, facilities acquisition, and personnel recruitment.

G2. Recruit students. This includes identifying prospective students, communicating with them directly and in the case of high school students, with their counselors or parents.

G3. Admit Students. This includes establishing and interpreting admissions policies, providing admission counseling, evaluating credentials and initiating admitted students' records.

G4. Provide academic and career advisory services. This includes the spectrum of counseling provided on academic and career matters, including testing, job guidance and exit counseling.

G5. Conduct Registration. This is developing and administering procedures which make it possible for students to enroll in courses, to adjust their enrollment status, and to have their enrollment certified by the College to all the agencies which need such information.

G6. Evaluate student academic performance. This involves auditing and certifying academic achievement and includes such analyses as evaluation of progress towards a degree or major; class status determination; definition of academic probation; and the monitoring of students on academic probation.

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FUNCTION G. PROVIDE FOR STUDENT ACADEMIC DEVELOPMENT

THIS FUNCTION INCLUDES THOSE OPERATIONS WHICH ARE NECESSARY TO RECRUIT CAPABLE STUDENTS AND TO PROVIDE SUPPORTIVE SERVICES THAT ENABLE THEM TO ACQUIRE KNOWLEDGE AND FULFILL THEIR EDUCATIONAL GOALS.

G7. Maintain student records. This involves recording, compiling and reporting the academic status of students. It includes all the necessary historical data for the use of the student, the College and recipients of transcripts and other records.

G8. Provide public recognition of achievement. This contains such items as award of academic scholarships and fellowships, honors ceremonies and the commencement program.

G9. Administer student grievances and code of academic conduct. This provides for possible redress in situations which appear unfair to the student and for appropriate measures in connection with such activities as plagiarism or cheating.

G10. Provide (non-course) learning resources. This includes such items as the provision of reading rooms, computers, and certain library uses such as study space.

G11. Provide facilities to test and improve skills. This includes developmental education and other facilities and processes designed to aid the students.

G12. Analyze student body characteristics. This involves the research and analysis of certain of the general characteristics of the student body; for example, flow, attrition, major selection, attitudes.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	
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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION H. PROVIDE FOR STUDENT NON-ACADEMIC DEVELOPMENT

THIS FUNCTION CONTAINS ALL ACTIVITIES AND SERVICES PROVIDED WHICH FACILITATE THE PERSONAL GROWTH AND SELF-DEVELOPMENT OF STUDENTS AND COMPLEMENT THEIR ACADEMIC DEVELOPMENT.

This function includes the following operations:

H1. Plan, allocate and evaluate non-academic activities. This entails planning, programming, and budgeting for all non-academic student services. From these plans student needs are identified, objectives developed, resources allocated, and progress evaluated.

H2. Provide scholarships and financial aid. This includes obtaining funds, establishing financial aid policy, informing qualified applicants, determining eligibility, and awarding aid to lessen the handicap of financial barriers in pursuing an education.

H3. Conduct orientation. This is introducing new students to institutional terminology, procedures and traditions, key personnel, physical facilities, and learning resources, in order to reduce the difficulties of adapting to the campus environment.

H4. Provide personal counseling. This involves psychological counseling and other means of assistance in resolving personal and learning difficulties.

H5. Provide special services. This necessitates identifying the needs of special students, including foreign, non-degree, minority, low income, handicapped, or otherwise special students and assisting them with their problems through such programs as day care centers, tutorial assistance, legal assistance and recruitment so that the special handicap does not become a barrier to enrolling in the College and successfully completing an educational objective.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION H. PROVIDE FOR STUDENT NON-ACADEMIC DEVELOPMENT

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H6. Provide career placement services. This involves assisting students and alumni in finding optimum career employment, maintaining files on vocational credentials, facilitating interviews with prospective employers, and providing access to information on various occupations.

H7. Assist students requiring health services. This ranges from offering student purchase of health insurance to supplying on-campus health services.

H8. Facilitate co-curricular activities. These include out-of-class activities such as student government, student organizations, recreational activities, social activities, and film series. Also included are cultural activiti[illegible]nd a [illegible]ontinuum of College approved athletic activities, ranging from intramural through inter-collegiate.

H9. Assist students with legal assistance. This involves providing legal aid to students who need it, and/or the supplying of information as to where to seek legal counsel.

H10. Administer the approved code of conduct. This includes publicizing the code, interpreting it, and in cases of alleged violations, implementing all required procedure.

H11. Facilitate student input into College governance. This includes providing means for expression of opinion and exercise of influence on College governance and procedures.

H12. Provide for non-academic recognition and awards. This involves the identification and acknowledgment of outstanding out-of-class achievement.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	
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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION I. DEVELOP PUBLIC RELATIONS ACTIVITIES

THIS FUNCTION INVOLVES ALL FORMS OF COMMUNICATIONS WITH THE EXTERNAL AND INTERNAL PUBLICS AIMED AT AN IMPROVED UNDERSTANDING OF THE PHILOSOPHY AND ACCOMPLISHMENTS OF THE COLLEGE.

This function includes the following operations:

I1. Develop and maintain rapport with community and state leaders. This involves the development and maintenance of friendly relationships. It includes the identification of community leaders, personal and institutional contacts with these leaders, and the encouragement of mutual interaction leading to trust, respect, and recognition of the role of the College in public affairs.

I2. Prepare and disseminate information about the College. This includes publicity about College programs, course offerings, and the accomplishments of faculty, staff and students to the appropriate audiences. It also includes producing internal publications, such as bulletins, news letters and newspapers. It requires close contact with news media.

I3. Gather information on public reaction to the College. This involves surveys of community/College interfaces to determine the effectiveness of College programs and publicity and to ascertain the public image projected by the College.

I4. Promote alumni activities. This includes all communications between the alumni and the College.

I5. Promote effective high school relations. This involves working with principals, counselors and teachers to encourage positive attitudes toward higher education and, specifically, the College.

I6. Provide campus visitor services. This includes provision of hospitality, guides, and services for campus visitors.

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FUNCTION I. DEVELOP PUBLIC RELATIONS ACTIVITIES

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I7. Inform the College community about public relations issues. This is the dissemination of information to College personnel about sensitive or topical issues.

I8. Publicize activities and events on the campus. This involves publicity about athletic events, cultural happenings, special conferences, workshops and visiting dignitaries. It also includes provisions for selling and distributing tickets to those events for which they are required.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION J. - DEVELOP PUBLIC SERVICES ACTIVITIES

THIS FUNCTION INCLUDES ALL THOSE ROLES OF THE COLLEGE BODY, CORPORATE AND INDIVIDUAL WHICH WORK TO SERVE AND ASSIST THE GENERAL COMMUNITY. IT INVOLVES THE RECOGNITION THAT THE UNIQUE FACILITIES AND CAPABILITIES OF THE COLLEGE MUST BE USED FOR PUBLIC BENEFIT.

This function includes the following operations:

J1. Provide public library service. This involves offering those College library functions devised for external public benefit.

J2. Provide consulting and research services. This includes programs to make available the expertise of the College by consulting, lectures, etc.

J3. Provide entertainment and cultural activities. This involves the realistic identification of general community needs in the area of entertainment or cultural programs and efforts to meet those needs. It includes the encouragement of talent inside the College as well as broadening cultural life by bringing in outside talent. Also included is the establishment of protocols and ceremonials for official College activities.

J4. Provide continuing education programs and activities. This includes the development of short courses, workshops and special programs for the general public, or for specific publics, to meet community needs for non-credit, college-level personal enrichment, business, or professional programs. This includes the activities of the Office of Community Services.

J5. Maintain historical College records. This is the archival activity of maintaining files, photographs, etc., of the College.

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FUNCTION J. DEVELOP PUBLIC SERVICES ACTIVITIES

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J6. Plan and conduct special community service programs. This is the assessment of community service needs, identification of faculty interest and talent in the area of community service, and evaluation of the impact of community service. This includes the development and utilization of a speakers' bureau; radio and TV public interest programming; audio-visual service programs; and the provision of facilities for public meetings. Another aspect involves field service by students as part of academic programs.

J7. Relate to College associated External Organizations. This includes the maintenace of good relations with organizations not directly a part of the College, such as academic societies and foundations. This also includes participation in College membership organizations (AAJC, OCA, etc.) in which College representation is desired.

J8. Participate in higher education planning. This facilitates involvement in the development of policies and plans for higher education in Ohio. It also includes cooperative relationships with other academic institutions.

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FUNCTION J. DEVELOP PUBLIC SERVICES ACTIVITIES

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FUNCTION K. DEVELOP FINANCIAL RESOURCES

THIS FUNCTION INCLUDES THE DETERMINATION OF NEEDS, THE SOLICITATION OF FUNDS FROM PUBLIC AND PRIVATE SOURCES, AND THE DEVELOPMENT OF INTERNAL SOURCES OF INCOME.

This function includes the following operations:

K1. Plan, organize and implement fund raising programs. This includes determination of finances needed to support and achieve a comprehensive plan containing identification of support sources, methods of developing financial contacts and solicitation of funds.

K2. Develop student fee structure. This is the determination of the amount of funds that can be raised through student fees, including analysis of financial capabilities of the public.

K3. Develop financial support from individuals. This includes the conduct of annual giving campaigns and the solicitation of estate and tax deductible donations.

K4. Develop state support. This includes the development and maintenance of relationships between the College and the state legislature and the Ohio Board of Regents necessary to coordinate financial support in the areas of budget appropriations, capital budgets and special funding.

K5. Develop federal support. This includes the establishment and maintenance of contact between the College and agencies of the Federal government with regard to research and development support, student support, and direct support of programs.

K6. Develop financial support from foundations and corporations. This includes the contact between the College and foundations and corporations necessary to identify and develop possible sources of grants and donations.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION K. DEVELOP FINANCIAL RESOURCES

THIS FUNCTION INCLUDES THE DETERMINATION OF NEEDS, THE SOLICITATION OF FUNDS FROM PUBLIC AND PRIVATE SOURCES, AND THE DEVELOPMENT OF INTERNAL SOURCES OF INCOME.

K7. Maximize investments and endowment income. This is planning for and management of College cash and endowment funds in order to secure maximum return on investment.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION L. PROVIDE FINANCIAL SERVICES

THIS FUNCTION PROVIDES THE OPERATIONS AND PROCESSES WHICH ARE NECESSARY TO THE ACHIEVEMENT OF THE COLLEGE'S OBJECTIVE OF THE CONTROLLED USE OF ITS FINANCIAL RESOURCES.

This function includes the following operations:

L1. Develop and formulate financial policy. This includes the construction of those policies and procedures which are necessary to assure control and prudent use of funds.

L2. Prepare budgets. This involves the preparation of long-range budget projections, the preparation and processing of departmental budgets, the construction of the biennial operations budget, the construction of the annual operating budget.

L3. Control operating budget. This is development of budgeting procedures, coordination of budgets to meet established formats, and control of approved budgets and budget transfers.

L4. Receive payments. This involves mechanisms for collecting internal and external income, including student fees, student loan repayments, and income from tickets, bookstore, etc. This includes receiving, recording, accumulating, depositing, and reporting all such income. It also includes mechanisms for handling exempt categories such as fee remission.

L5. Manage cash. This involves administration of short-term investments.

L6. Pay personnel. This includes the mechanisms which produce paychecks as well as those which assure compliance with state and federal labor laws.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION L. PROVIDE FINANCIAL SERVICES

THIS FUNCTION PROVIDES THE OPERATIONS AND PROCESSES WHICH ARE NECESSARY TO THE ACHIEVEMENT OF THE COLLEGE'S OBJECTIVE OF THE CONTROLLED USE OF ITS FINANCIAL RESOURCES.

L7. Disburse funds. This is the establishment of mechanisms for disbursing funds such as payments to student borrowers, to vendors, to non-employees for personal services, to student employees, and to agencies such as Blue Cross, and the U.S. Government.

L8. Manage insurance and retirement programs. This encompasses the fiscal responsibility necessary for administering the College's insurance and retirement programs.

L9. Negotiate and administer contracts. This involves the recording and the reporting of progress and payment on contracts between the College and other organizations, agencies, and institutions. Included are such processes as the development of purchasing policies for external vendors, and overhead negotiation.

L10. Procure goods and services. This is the collection of information about goods and services and acquisition of goods and services, including real property. It also includes provision for the maintenance of inventory.

L11. Audit records and procedures. This includes the controls necessary to assure integrity and competence in the operation of the College. Both financial and management auditing are included.

L12. Maintain financial records and prepare financial reports. This is the establishment of a mechanism for recording receipts, disbursements and final adjustments and reporting fiscal activities and financial status to operating managers, state sources, and Federal agencies. It also includes computation of overhead rates.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION L. PROVIDE FINANCIAL SERVICES

THIS FUNCTION PROVIDES THE OPERATIONS AND PROCESSES WHICH ARE NECESSARY TO THE ACHIEVEMENT OF THE COLLEGE'S OBJECTIVE OF THE CONTROLLED USE OF ITS FINANCIAL RESOURCES.

L13. Control capital budget and finance. This includes the estimation of costs of physical facilities projects, preparation of capital budget requests, interim financing of capital projects and projection of construction, acceptance of bids, debt service management, estimation of student fees dedicated to sinking funds, and debt retirement.

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HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION M. PROVIDE AUXILIARY SERVICES AND FACILITIES

THIS FUNCTION INCLUDES ALL THE AUXILIARY SERVICES AND FACILITIES WHICH DIRECTLY OR INDIRECTLY SUPPORT THE GOALS OF THE COLLEGE. INCLUDED ARE SUPPORT SERVICES FOR THE STUDENTS, ADMINISTRATORS, FACULTY AND STAFF TO ASSIST IN CARRYING OUT THEIR RESPONSIBILITIES AND ACTIVITIES.

This function includes the following operations:

M1. Plan and develop space and facilities. This includes the prediction of future needs for space, determination of means to secure space, and the physical development of space and facilities. This involves planning, remodeling, rehabilitation, and new construction projects.

M2. Assign existing space and facilities. This involves generating data on space utilization, leading to the allocation of space and facilities with the goals of insuring efficient use and satisfying the needs of prospective users.

M3. Maintain building, grounds and equipment and provide capital inventory. This includes preventive maintenance, housekeeping and repair of all College building, grounds and equipment and the maintenance of a capital equipment inventory.

M4. Plan and maintain utilities. This includes the determination of future need, the procurement and/or development, operation and maintenance of equipment and facilities to provide utility services to the College.

M5. Provide communication services. This includes the development and operation and/or procurement of telephone, newspaper, mail, and data transmission, to meet the needs of the College.

M6. Provide transportation and parking services. This includes determination of future needs and development of parking facilities. Included are vehicles leased or owned by the College.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY

FUNCTION M. PROVIDE AUXILIARY SERVICES AND FACILITIES

THIS FUNCTION INCLUDES ALL THE AUXILIARY SERVICES AND FACILITIES WHICH DIRECTLY OR INDIRECTLY SUPPORT THE GOALS OF THE COLLEGE. INCLUDED ARE SUPPORT SERVICES FOR THE STUDENTS, ADMINISTRATORS, FACULTY AND STAFF TO ASSIST IN CARRYING OUT THEIR RESPONSIBILITIES AND ACTIVITIES.

M7. Provide safety and security services. This includes the provision of security services; e.g., police and fire protection. It also includes provision of safety and health personnel and programs; e.g., for enforcement of building codes, fire and safety inspections, traffic control, pollution control, and radiological control.

M8. Provide printing and duplicating services. This involves the supply of adequate service for reproduction of materials to meet the needs of faculty, staff and administration.

M9. Provide data processing. This includes the development of business systems and computer programs, data preparation, and operation of data processing equipment in order to process College operational and administrative data.

M10. Provide central storage facilities. This is the maintenance of central campus facilities for the storage of items (equipment, records, etc.) which are not in current use.

M11. Provide food services. This includes inspection, preparation and sale of food items for the convenience of students, faculty, and staff.

M12. Provide College legal services. This includes the provision of legal services for faculty/staff problems, official contracts and agreements, etc.

HAVE DIRECT RESPONSIBILITY	HAVE INDIRECT RESPONSIBILITY	HAVE NO RESPONSIBILITY	

FUNCTION M. PROVIDE AUXILIARY SERVICES AND FACILITIES

THIS FUNCTION INCLUDES ALL THE AUXILIARY SERVICES AND FACILITIES WHICH DIRECTLY OR INDIRECTLY SUPPORT THE GOALS OF THE COLLEGE. INCLUDED ARE SUPPORT SERVICES FOR THE STUDENTS, ADMINISTRATORS, FACULTY AND STAFF TO ASSIST IN CARRYING OUT THEIR RESPONSIBILITIES AND ACTIVITIES.

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